

\*\*\* NOTE: TO RETURN TO THIS PAGE, CLICK ON THE COUNTY SEAL \*\*\*

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# County of Los Angeles CHIEF EXECUTIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION  
LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

October 16, 2007

To: Supervisor Zev Yaroslavsky, Chairman  
Supervisor Gloria Molina  
Supervisor Yvonne B. Burke  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich  
*William T Fujioka*  
From: William T Fujioka  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## LONG-TERM LEAVE OF ABSENCE

On September 25, 2007, on a motion by Supervisor Antonovich, our office was instructed to work with County departments to identify the number of employees on long-term absence, whether physician documentation is current, whether accommodations have been offered, etc. In addition, our office was instructed to report back on County-wide policies and procedures for departments to follow to ensure that appropriate measures are implemented by departments to address this issue, including a report back on the return-to-work function in each department.

We are currently working with County departments to update information in the County-Wide Timekeeping and Payroll Personnel System (CWTAPPS) to ensure that it reflects the accurate number and information of employees on long-term absence. Once the updates are completed, our office will issue County-wide policies and procedures for departments to ensure that appropriate measures are implemented to address the issue. We respectfully request an extension to January 15, 2008, to be able to complete the necessary reviews and prepare a report for your Board's consideration.

Please contact Lisa Nuñez at (213) 974-1163 if you have any questions or need additional information, or your staff may contact Linh Mok at (213) 974-1339.

WTF:LN  
GS:LM:dc

c: Executive Officer, Board of Supervisors

long-term leave of absence.bm



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WILLIAM T FUJIOKA  
Chief Executive Officer

January 29, 2008

To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

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## LONG-TERM LEAVES OF ABSENCE

On September 25, 2007, your Board directed the Chief Executive Office (CEO) to work with County departments to identify the number of employees on long-term absences, whether physician documentation is current, whether accommodations have been offered, etc. The CEO was also instructed to report back on countywide policies and procedures for departments to follow to ensure that appropriate measures are implemented by departments to address this issue, including a report back on the return-to-work function in each department. We requested, and were granted, an extension to January 15, 2008 to report back to your Board.

On October 16, 2007, we informed your Board that the CEO was working with County departments to update information in the Countywide Timekeeping and Payroll Personnel System (CWTAPPS). As of November 30, 2007, departments have updated the status of all employees on long-term leave of absences in CWTAPPS.

We are reporting back to your Board that countywide procedures have already been established for departments to assist injured and ill employees to return to work. These procedures can be found on the CEO intranet website at [http://ceo.lacounty.gov/RTW/rtw\\_default.htm](http://ceo.lacounty.gov/RTW/rtw_default.htm). The CEO Risk Management Branch website provides standardized procedures and recommended steps to aid Return to Work (RTW) coordinators, supervisors and managers in implementing RTW principles in their efforts to return employees back to work and manage their cases. In addition, the CEO Risk Management Branch also conducts quarterly meetings to provide departmental personnel representatives and RTW coordinators with up-to-date RTW information.

In order to further address employees on leaves of absence resulting from either work-related or non-work-related injuries or illnesses, our office will be working with the Department of Human Resources (DHR) and Auditor-Controller (A-C) to assist departments with the management of employees on long-term leave of absence programs. A-C will establish a new monthly report that will be sent to each department. This report will list employees identified on CWTAPPS as being on long-term leave of absence. DHR will monitor long-term leaves, assist in coordinating placements as needed, and will work with CEO to issue a letter to departments with instructions to facilitate employees' return to productive work as soon as possible. DHR will also work with CEO and County Counsel to develop sample letters to be provided to departments to assist them in pursuing retirement, medical release or termination of employees when appropriate.

Please contact Ellen Sandt at (213) 974-1186 if you have any questions or need additional information, or your staff may contact Linh Mok at (213) 974-1339.

WTF:ES  
GS:lm

c: All Department Heads

Leave of Absence 3



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500 West Temple Street, Room 713, Los Angeles, California 90012  
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December 15, 2009

To: Supervisor Gloria Molina, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

## STATUS REPORT ON LONG-TERM LEAVE MANAGEMENT

On September 28, 2008, acting on a motion by Supervisor Antonovich, your Board instructed this office to work with departments to identify the number of employees on long-term leave. In February 2008, the Long-Term Leave Management Program (LTLMP) was presented to the departments. This memorandum provides an updated status on this program. We are pleased to report since the inception of this program, the net number of employees reported on long-term leave has been reduced from over 2000 in March 2008 to 1480 as of September 30, 2009 – a 25% reduction over 18 months. As you are aware, the primary intent of the LTLMP is to reduce the number and improve the management of employees on long-term leave. For this program, long-term leave is defined as any absence for more than six consecutive months. The Department of Human Resources (DHR) and the Risk Management Branch of the Chief Executive Office (Risk Management) continue to work closely together to assist departments with the management of the LTLMP and to monitor the number of employees on long-term leave.

Since our last report to you on June 23, 2009, the net number of employees on long-term leave has decreased from 1,583 to 1,480. The 1,480 employees on long-term leave as of the end of September 2009 represent 1.5% of the County's total full-time work force of approximately 102,000 employees. We believe the decrease in the number of employees on long-term leave is a direct result of department heads and their staff taking a more proactive role.

We have implemented a more focused approach for monitoring the LTLMP. Further analysis of the data indicates the vast majority of the 1,480 employees are on a

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documented leave, meaning that these employees have met County requirements, by providing necessary documentation, following County procedures, and are certified to be off of work. The 1,480 employees on long-term leave fall into the following groups:

Type of Leave	Number of Employees
Industrial Accident	626
Long-term Disability	125
Military Leave	44
Medical Leave	526
Non-illness Based Leave	73
Potential Release	86
<b>Total</b>	<b>1,480</b>

Most employees on long-term leave are justified through proper documentation. Of the 1,480 employees on long-term leave, only 159 have the potential to be more actively managed. These are employees on non-illness based leaves and those categorized as "Potential Release" meaning potentially to be released from County service. The LTLMP requires a closer look at each of these situations and we are working with departments to manage these cases. These 159 employees represent approximately 0.16% of the workforce of 102,000 employees.

It is important to note that the figures reported by departments each month are based on a snapshot in time. In reality, the number of long-term leave cases is in constant flux. New cases are added each month and other cases are closed out.

### **Next Steps**

It is our intent to continue to monitor the program, including periodic on-site reviews of departments. On a monthly basis, and more frequently as necessary, we monitor and discuss specific individual situations and attempt to resolve each case with departments. Although new cases arise each month, the constant monitoring will keep the number to a minimum.

At the same time we are looking at options such as disability retirement or medical release for some of the 1,152 employees on industrial accident leaves and medical leaves. We will look more closely at these employees to determine their eligibility to be released so that they are not occupying funded positions. While the process is multi-layered and can take a significant period of time, identifying eligibility is necessary. Risk Management and DHR have begun discussions on the most efficient manner in which departments should release these employees or return them to work.

Each Supervisor  
December 15, 2009  
Page 3

With our new more focused approach of monitoring those employees without proper certification, we anticipate the initial goals of the program will be met. We will continue our monitoring efforts and will report back periodically.

Please contact Lisa M. Garrett at (213) 974-2406 if you have any questions or need additional information.

WTF:EFS:  
LMG:MH:ef

c: All Department Heads

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WILLIAM T FUJIOKA  
Chief Executive Officer

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December 15, 2009

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